

Michigan Department of Corrections

F.Y.I.

Special Edition

Where we're going and how you can help us get there

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Charting a Path Forward

MDOC works to meet Strategic Plan milestones, sees success with the help of EPIC teams

The Michigan Department of Corrections' mission is an important one.

Its task of holding offenders accountable for their actions, while working to enhance their chances for success in the community is critical to the state's criminal justice system. It is no small feat, but it is one that has been achieved through the dedication, compassion and hard work of the department's more than 13,000 employees.



Last year the department took additional steps in defining and achieving its goals when it launched its first-ever Strategic Plan — a document that was to serve as a roadmap to guide the department forward.

The Strategic Plan established 18 objectives as a part of seven key goals, in addition to outlining a

mission, vision and values for the department built on integrity, teamwork, leadership, loyalty, respect and professional excellence.

MDOC employees throughout the state have been working hard to achieve its goals through their involvement in statewide EPIC teams.

Inside this issue you find details on the [status of the department's strategic plan](#) and how its goals are being achieved with the help of statewide EPIC teams, and [how your feedback in the Employee Engagement Survey](#) helps shape the future of the department and guide its direction forward.

We invite you, our hardworking MDOC employees, to be actively engaged in the department's success through your continued efforts to "Help Make Things Right," and by taking the 2015 Employee Engagement Survey, which will help shape the future of the MDOC.

MDOC makes progress on Strategic Plan

In 2014, the department rolled out its five-year Strategic Plan, which placed a top priority on the MDOC's responsibility to protect the state's citizens.

Since then, teams of employees involved with the department's Effective Process Improvement and Communication initiative have made progress toward achieving the plan's seven key goals.

Teams are already on schedule to meet 15 of the plan's 18 objectives. One objective—to expand the use of selected small work teams to craft recommendations on policies, procedures and processes—has already been completed by the EPIC Employee Engagement team.

A new team, which will include representatives from each of the administrations within the department, is also slated to be created to explore best practices as part of Goal 4 of the plan.

"One of our greatest values is the employee who, with other team members, work together to create a better MDOC, not only for the taxpayer, but for ourselves as well," said Mike Green, administrator of the Office of Effective Process Improvement and Communication. "Team members have already championed significantly improved efficiencies for the department and our employees through their collective efforts."

Strategic Plan Goals and Objectives

Goal 1: Enhance offender skills and promote success.

- 1.1 Execute the educational/vocational plan.
- 1.2 Establish a Transition Accountability Plan for each offender.
- 1.3 Establish evidence-based core programming and reentry services at facility and community locations.
- 1.4 Ensure all offenders complete required programming in advance of their Parole Board interview.

Goal 2: Improve employee engagement and enrichment.

- 2.1 Make certain all supervisors have informal plans for employee recognition and conduct small victory celebrations quarterly.
- 2.2 The Executive Policy Team shall establish a comprehensive internal communications plan.
- 2.3 Provide a framework for professional development opportunities for all team members.
- 2.4 Expand use of selected small work teams to craft recommendations on policies, procedures and processes.

Goal 3: Achieve team success through effective training.

- 3.1 Continue and enhance the mid-level management and leadership training program.
- 3.2 Establish a comprehensive proactive agency-wide training plan.

Goal 4: Commit to continuing quality improvement through best practices.

- 4.1 Develop opportunities for staff to explore best practices to improve operations.

Goal 5: Recruit, develop and retain a mission-driven workforce.

- 5.1 Reestablish an effective and meaningful employee evaluation process.
- 5.2 Develop a formalized recruitment plan.
- 5.3 Develop a formalized mentoring program for all supervisors grade 11 and higher.

Goal 6: Improve Organizational Image

- 6.1 Promote departmental accomplishments for all team members and stakeholders.
- 6.2 Implement fitness and grooming standards for all team members.

Goal 7: Improve and invest in technology and infrastructure.

- 7.1 Execute the five year Capital Outlay Plan.
- 7.2 Complete the Legacy Modernization Plan.

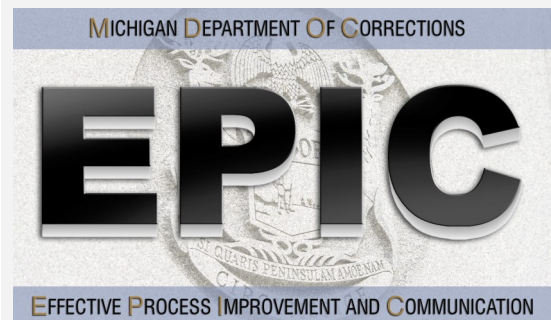
The objective of EPIC is to create cross-functional teams of employees who have a connection to a particular issue and empower them to find ways to eliminate waste, create savings and improve efficiencies.

Its origins go back to 2008 with the creation of Supply Chain Transformation teams that focused process improvement efforts on food service, laundry operations, offender transportation and warehousing and logistics. The Supply Chain Transformation teams evolved into Corrections, Operations, Systems Transformation teams in 2011, and then re-formed under EPIC in 2014.

There are 17 statewide EPIC teams, including those created to address Strategic Plan goals, and additional teams are expected to be formed soon at the department's facilities and field offices. EPIC office leadership is planning to travel across the state starting in April to explain the purpose of EPIC and help form local teams.

If you are interested in getting involved with an EPIC team, or have an ideas for process improvements within the department, contact the EPIC Office at MDOC-EPIC@michigan.gov.

What is....



The Michigan Department of Corrections' Effective Process Improvement and Communication Office was established in June 2014, after employees expressed through two engagement surveys a desire to be more involved in the design, implementation and delivery of department services.

There are 17 statewide EPIC teams, including those created to address Strategic Plan goals, and additional local teams are expected to be formed soon.

Click the links below to:

[Hear Director Heyns discuss department process improvement efforts](#)

[Hear MDOC EPIC team members share their experiences](#)



Share Your Voice

Employee Engagement Survey offers an opportunity to provide feedback

It's not too late to share your feedback through the 2015 Employee Engagement Survey.

The survey runs through March 30 and gives you a chance to be actively engaged in shaping the department's future.

The confidential feedback you provide through the survey allows department leaders to respond to and address areas that may need improvement to ensure the MDOC offers a work environment that supports you and gives you opportunities for growth.

The survey is completely anonymous, and final reports will not include any information about individuals or individual responses. We want you to speak freely, and the survey is one opportunity to do that.

On [Page 6](#), you'll see examples of how your feedback from previous surveys has been used to make changes across MDOC administrations.

Many changes have already been made as a result of past surveys, and will continue to be made following this survey.

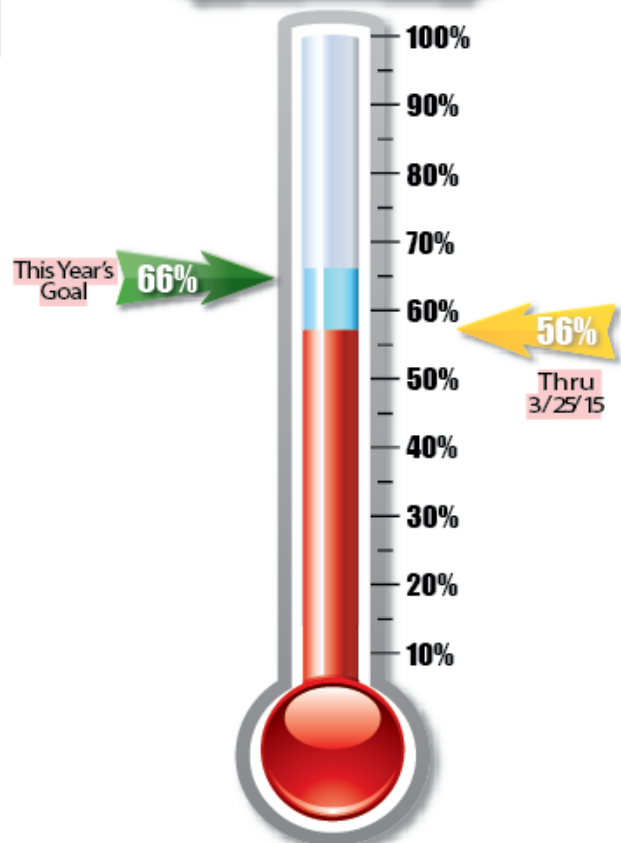
In 2013, 56 percent of employees participated in the survey, and this year, the department set a participation goal of 66 percent.

The department isn't far from reaching that goal, and you can help us get there.

Please take this opportunity to complete the Employee Engagement Survey, and take an active role in guiding the direction of the department.

2015 Participation Rate

How Are We Doing?



Employee Survey 2015
My Voice, My Future



Facilities and offices throughout the state are organizing parties and potlucks, issuing challenges, and offering prizes to staff who have completed the Employee Engagement Survey. Tell us what your office or facility is doing to promote participation in the survey by contacting Holly Kramer at KramerH@michigan.gov, and check out [Page 7](#) to see employees celebrating survey completion.



Your Words, Our Actions

When you identify areas that need improvement in the Employee Engagement Survey, the department takes steps toward change.



7,266

MDOC employees took the survey in 2013

Because of your responses...



Open communication meetings

Were regularly scheduled between employees and department heads. Affected staff are also involved in decision making processes.



Daily, weekly and monthly newsletters

Were created to help keep staff informed.



Staff accomplishments

Are celebrated through Employee of the Month awards, Good Government, Warden's Symbol of Excellence and Leadership coins, and public acknowledgement.

In Correctional Facilities Administration

Teambuilding and social events

Such as softball games, BBQs, holiday parties and bowling tournaments were organized to enhance engagement.



New equipment

Was installed to replace equipment that was old and outdated or broken.



New training and job shadowing programs

Were created at the request of staff. Regular caseload agents shadow other agents assigned to specialty cases to familiarize themselves with other areas of supervision.



In Field Operations Administration



An open door policy

Has been stressed to ensure open communication between staff and management.



Career goals

Will be discussed during staff performance evaluations to aid in the achievement of desired growth.



Staff meetings

Were rebooted to continue to provide opportunities for summarizing completed projects, raising questions and concerns, discussing improvements in operations and training and roles related to the strategic plan.

In Budget and Operations Administration

Employee round tables

Were organized to allow employees to feel comfortable bringing up concerns and questions.



Expanded staff participation

On the BHCS Training Council, as well as numerous statewide and facility EPIC Teams and work groups.



Cross training opportunities

For HUMs has enhanced leadership coverage and provided professional growth opportunities.



In The Bureau of Health Care Services

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HELP MAKE THINGS RIGHT

Staff smile for the 2015 survey



Troy Probation staff (pictured left) and Ingham County Parole staff (pictured below) are all smiles after taking the 2015 Employee Engagement Survey.

Hillary Follick (pictured below), corrections program coordinator at Muskegon Correctional Facility, poses with the poster designs she submitted to help promote the survey.



Employees at Ingham County Parole were entered for a chance to win this gift basket (pictured right) after taking the survey.

